

**Welcome GACVB Governor's
Tourism Conference Attendees!**

Leadership Excellence Certification
Foundations of Leadership
Sessions 1 & 2

Get the **BIG** things right.

**It's Not That I'm Lazy; It's That I
Just Don't Care...**

Get the **BIG** things right.

**Disengaged
Workers**

100 workers →

29 Engaged!

54 Not Engaged!!

17 Actively
Disengaged!!!

Absence from work: 3.5 days
more than other workers or
86.5 days a year!!!!

Cost to the U.S. economy:
\$292-\$355 billion a year!!!!

Gallup Survey

The Top 3 Values

Silents	Early Boomer	Late Boomer	Early Xers	Late Exers
Family (46%)	Family (46%)	Family (64%)	Family (67%)	Family (73%)
Integrity (46%)	Integrity (32%)	Integrity (29%)	Love (32%)	Love (49%)
Love (26%)	Love (27%)	Love (29%)	Integrity (24%)	Spirituality (28%)



What We Want From Our Leaders

Silents	Early Boomer	Late Boomer	Early Xers	Late Xers
Credible	Credible	Credible	Credible	Listens Well
Listens Well	Trusted	Trusted	Trusted	Dependable
Trusted	Farsighted	Farsighted	Farsighted	Dedicated (Credible #5)


What's The Problem?

It's All Centered on



Leadership Basics

- **KNOW** What a **LEADER** Should Know
- **BE** What a **LEADER** Should Be
- **DO** What a **LEADER** Should Do





VISION
 STRATEGY
 LEADERSHIP
 MEASUREMENT






Leadership by Definition

- Leadership is influence - *John Maxwell*
- Leadership is the art of mobilizing others to want to struggle for shared aspirations. - *Kouzes and Posner*
- Leadership that will challenge us to face problems for which there are no simple, painless solutions—problems that require us to learn new ways. - *Heifetz*
- Always, it seems, the concept of leadership eludes us or turns up in another form to taunt us again with its slipperiness and complexity. So we have invented an endless proliferation of terms to deal with it...and still the concept is not sufficiently defined. - *Bennis*
- Leadership is the process of influencing people by providing purpose, direction, and motivation while operating to accomplish the mission and improving the organization. - *FM 6-22 Army Leadership*

KNOW What a **LEADER** Should **KNOW**

Know Yourself Know Your Job



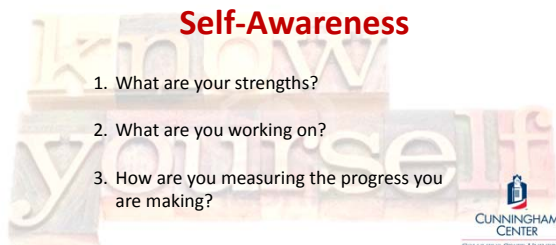
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Know Yourself

When the seventy-five members of the Stanford Graduate School of Business Advisory Council were asked to recommend the most important capability for leaders to develop, their answer was nearly unanimous:

Self-Awareness

1. What are your strengths?
2. What are you working on?
3. How are you measuring the progress you are making?



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Get the **BIG** things right.

Know Your Job

1. What is the core purpose of your CVB or organization?
2. Is there a strategy in place to achieve your core purpose? Does everyone on the team know it?
3. What skill sets do you need to lead this strategy and your team?



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BE What A LEADER Should BE



The most important thing in life is to decide what's most important.

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The 5 Levels of Leadership - Maxwell



Degree of Influence

Length of Time

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Get the **BIG** things right.

Be a Leader

What are your core values? What behaviors do you exhibit that demonstrate those values?



Core Values



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DO What a **LEADER** Should **DO**

LEAD
authentically

LEAD with
integrity

LEAD
Innovatively




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DO What a **LEADER** Should **DO**

Core Competencies

LEAD Others

IMPROVE Individual and
Team's Performance

LEAD the Organization
Successfully




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DO What a LEADER Should DO

TOUGH DO'S

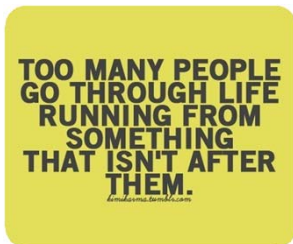
LEAD and communicate change

DON'T tolerate incompetence and/or negativity

HAVE the courage to deal with tough problems

EVALUATE people by the quality of their work not by time spent doing the work

LOOK for innovative ways to reward others



Leadership Assessment

On a Scale of 1-10 with 1 being lowest and 10 highest, rate your level of effectiveness



1. I am broadly viewed as selfless, approachable, and trustworthy
2. I am viewed as someone who does the right thing
3. I consistently communicate in an honest, tactful, and sincere manner
4. I empower others to achieve while holding them accountable for their work



Leadership Assessment

On a Scale of 1-10 with 1 being lowest and 10 highest, rate your level of effectiveness



5. I can effectively build and lead a team
6. I effectively deescalate potentially heated conflicts
7. I effectively lead in a rapidly changing environment
8. I clearly define performance objectives and methods for measuring success



Leadership Assessment

On a Scale of 1-10 with 1 being lowest and 10 highest, rate your level of effectiveness



- 9. I consistently monitor performance objectives and give timely and appropriate feedback
- 10. I can maneuver through complex political situations effectively



Who's Working for You?



"Okay, what's the next priority ...?"

"What will I have for dinner tonight? I can't wait for American Idol!"